

A person in a blue suit is holding a tablet. Overlaid on the image are various financial data elements: a bar chart with blue bars, a line graph with a green line, and several numerical values. The background is a blurred cityscape with blue and white squares in the corners.

# UNIFIN:

## Financing with Commitment



2020 ANNUAL REPORT

At **UNIFIN** we establish  
closer relationships with our clients  
every day, understanding their  
needs and adapting our offer to their  
business model.

Our financial services  
are a reflection of our  
commitment to our clients,  
the country and all our  
stakeholders.

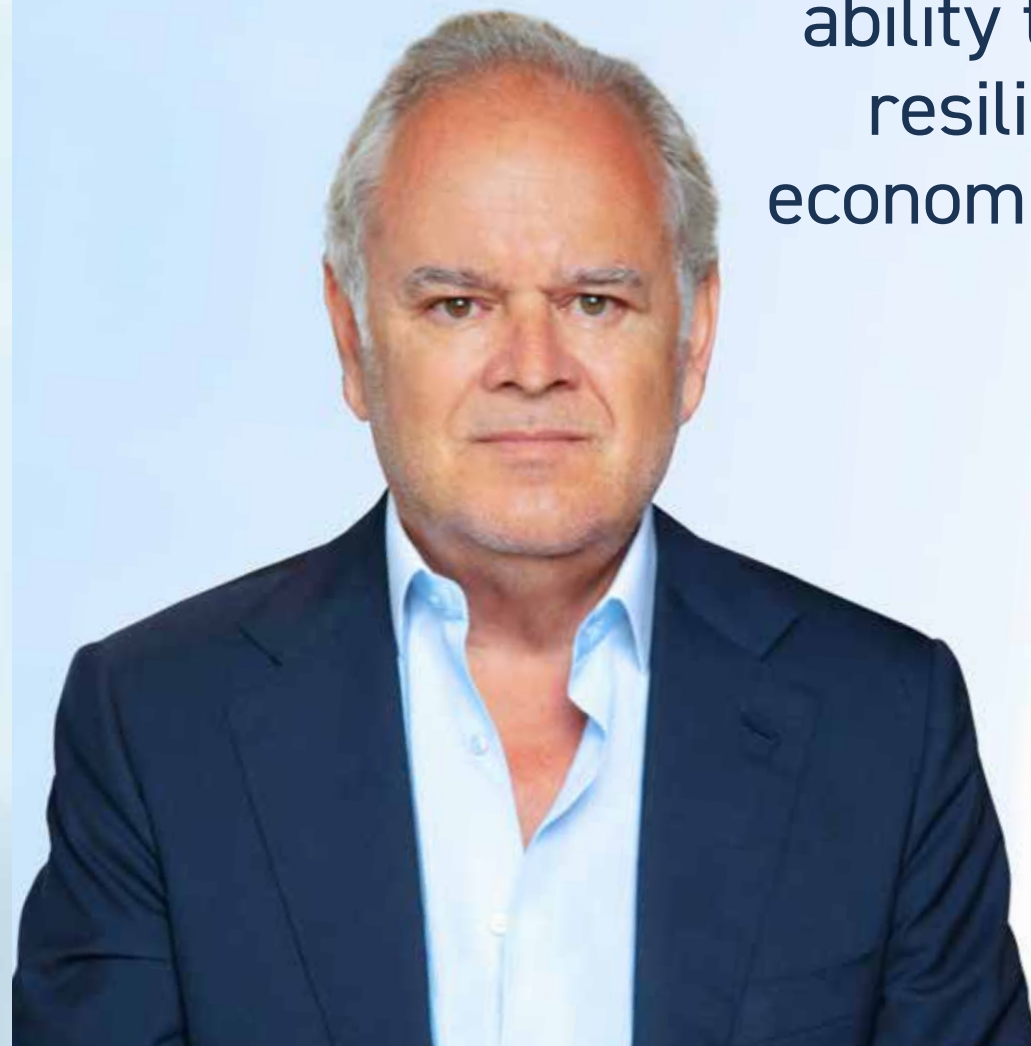


03	Letter from the Chairman of the Board of Directors
05	Letter from the Chief Executive Officer
07	UNIFIN at a Glance
11	Group Strategic Vision and Business Priorities
13	The Customer at the Center of our Strategy
18	Strong Positioning for the Future
22	Sustainability - Fundación UNIFIN
25	Board of Directors and Committees
28	Management Team
31	Analysis and Discussion of Results
36	Consolidated Financial Statements download
37	Investor Information



## Letter to Shareholders

In 2020 UNIFIN  
demonstrated  
its leadership and its  
ability to adapt and be  
resilient in a difficult  
economic environment.



**Rodrigo Lebois**  
Chairman of the Board

Looking back at 2020, it was clearly marked by the wide-ranging effects of the unexpected COVID-19 pandemic. We faced an economic crisis, production disruptions, lockdowns, and adjustments in the demand for goods and services, simultaneously. The pandemic caused serious global repercussions, significantly affecting economic activity and financial markets. Most countries faced a crisis that transcended their health systems and included internal economic disruptions, falling external demand and reversals in capital flows.

Mexico was no exception; the arrival of the pandemic deepened the contraction of the Mexican economy. Even with a stable peso and falling interest rates, GDP recorded its worst contraction since the Great Depression, generating uncertainty in the business sector.

In 2021, the global economy is just beginning to show signs of recovery. After a 3.5% decline in global GDP in 2020, the International Monetary Fund expects a 5.5% increase in 2021, the highest since 2007. The roll-out of COVID-19 vaccines will pave the way for economic recovery, with mixed results between countries, as a result of different policies to re-open economic activities and fiscal and monetary stimulus packages.

For Mexico, economic recovery is estimated to be around a 5.5% GDP growth in 2021, with some sectors and regions performing well.

UNIFIN will focus its efforts on these sectors, where it is very well positioned and will help drive the growth of small and medium-sized companies.

Long-term investors are increasing their exposure to disruptive businesses responsible for making our world increasingly digital. At UNIFIN, we are targeting financial technology through our digital platform Uniclick,



in strategic alliance with Google, which offers credit to the Mexican SME market. The combination of UNIFIN and Uniclick will allow our Company to significantly increase our client portfolio, targeting a market under-served by banks, but well known to UNIFIN.

2020 saw UNIFIN demonstrate its leadership and its ability to adapt and be resilient in the midst of a difficult economic environment, taking decisive actions to ensure the health of our team and developing strategies to help our clients through difficult economic circumstances, guaranteeing the continuity of their businesses.

I would like to highlight the successful capital increase of 2,520 million, which demonstrates the confidence that our investors place in the Company. In January 2021, we issued US\$ 400 million in bonds in the international markets and made an exchange offer maturing in 2023 and 2025 for US\$ 128 million, strengthening our financial position and reinforcing our commitment to continue developing the Mexican economy.

I am confident we are on the right track for a successful recovery, focusing on helping our clients reach their best potential, growing our market and offering new and better services for a new reality that demands a flexible and disruptive vision.

We maintain our focus on helping Mexican SMEs to reach their full potential



**Sergio Camacho**  
Chief Executive Officer

## Letter from the Chief Executive Officer

2020 was an unpredictable year, yet UNIFIN's strategy and our ability to adapt to the unknown allowed us to overcome the challenges we faced and emerge as a stronger, more competitive company. While for much of the year we focused on managing the consequences of the pandemic, we also took significant steps towards the emerging digital economy that contributes to the continued strengthening of our operations.

We started the year with the launch of Uniclick and the strategic alliance with Google, key factors in exploring new growth opportunities, improving efficiency, and maintaining our position as the leading ally of Mexican SMEs. In addition to being a great tool for our existing customers, Uniclick has the added benefit of diversifying UNIFIN's customer base and enabling the cross-selling of our other products, providing the customer with different solutions to grow their business and, at the same time, driving market growth for UNIFIN.

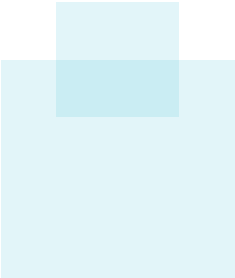


During 2020, our portfolio increased 11.1% year-over-year, with a significantly lower growth rate compared to previous years. However, we believe the quality of our portfolio is fundamental, which is why we ended the year with a progressive improvement in our NPL ratio of 4.8%. Our support plan became a Support Program for 1,225 clients from different sectors throughout the country, which eased the pressure on their cash flow in the most difficult months. These economic conditions and their outlook for the coming months led us to create reserves of Ps. 1,433 million, an increase of 3.4x compared to 2019.

The capitalization index at the end of 2020 stood at 21.3%, 230 basis points above 2019, mainly due to the capital increase we successfully completed in August 2020 thanks to the trust that our shareholders placed in the Company and its management team.

We also carried out a repurchase of our international bonds for US\$ 40 million in face value, we diversified our lines of financing, developing new lines of credit for Ps. 9,800 million, and renewed more than Ps. 28,000 million of revolving lines, thus summing up a complicated year that the Company undoubtedly faced with success.

Our deep knowledge of the financial requirements of Mexican SMEs, our client-centric business model, our digital initiatives, and the implementation of new artificial intelligence platforms will be the foundation for improving our processes, developing more products, and increasing our profitability in 2021 and beyond. 2020 has already shown us that when we work together, we can make great progress, backed by our sustainable business model and our 28 years of experience. Our commitment to Mexican entrepreneurs and the country is strong and unwavering.



At UNIFIN we provide  
**financial power** in  
record time.



Company History

- ▶ **1993**  
Start of operations

▶ **2002**  
First local debt issuance

▶ **2014**  
Debut on international markets  
US\$ 400 million

▶ **2015**  
Initial Public Offering  
US\$ 237 million

▶ **2018**  
Perpetual hybrid notes US\$ 250 million
- ▶ **2019**  
Change of bylaws (from SOFOM to SAB) and accounting standards (from GAAP to IFRS)

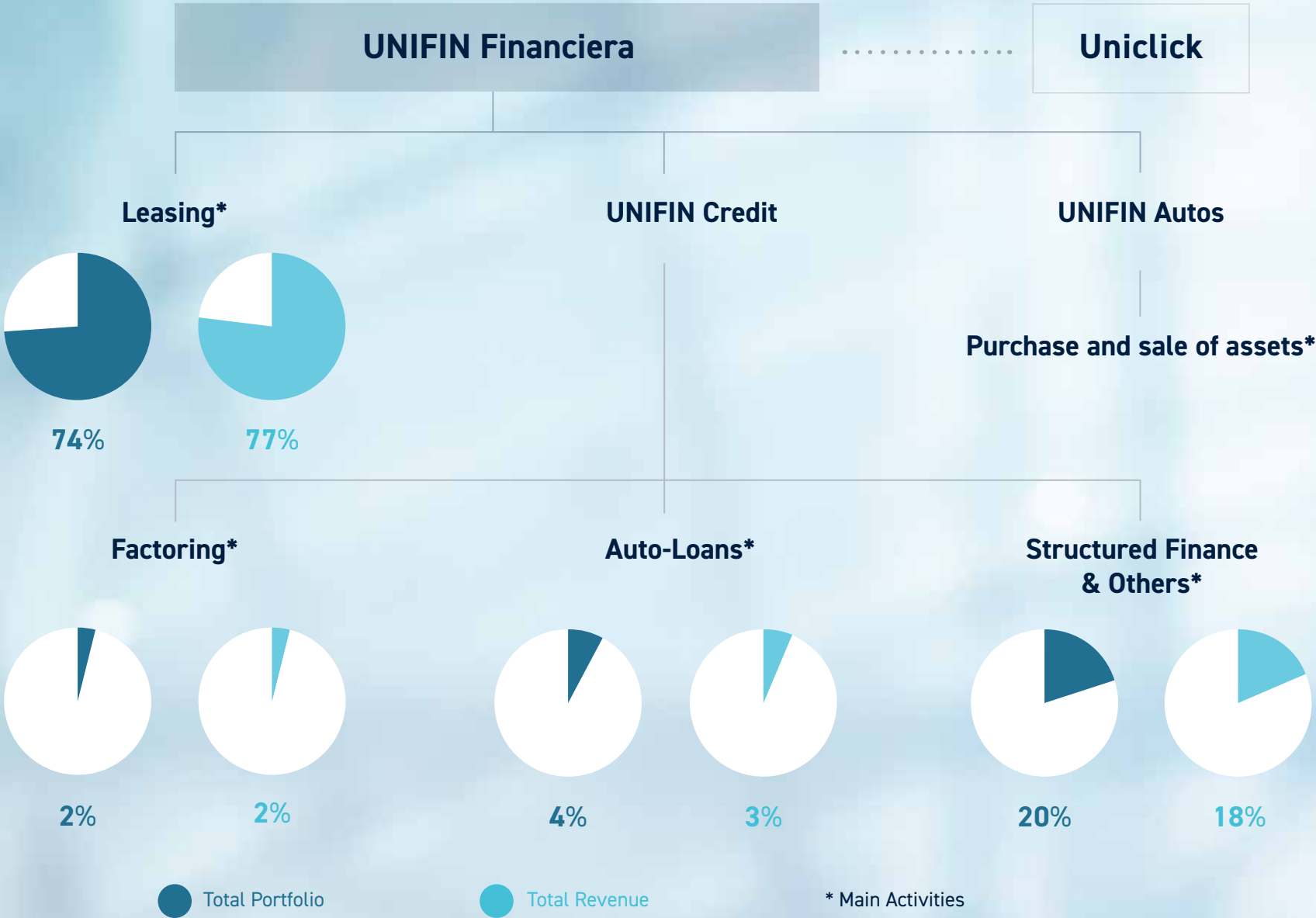
▶ **2020**  
Partnership with Google established  
  
Launch of digital accelerator  
  
Begin work on sustainability strategy  
  
Capital increase of Ps. 2,520 million

UNIFIN Presence





Corporate Structure



UNIFIN at a Glance



## UNIFIN at a Glance

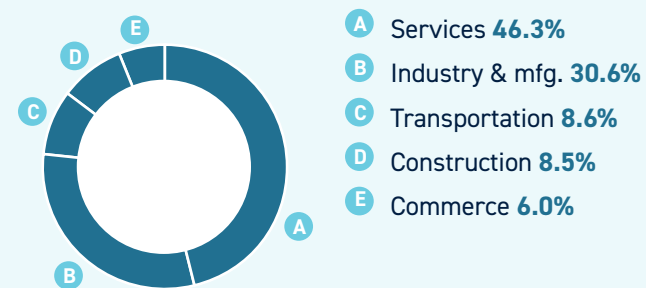
## Portfolio by business line

## Leasing

## By Geographic Area



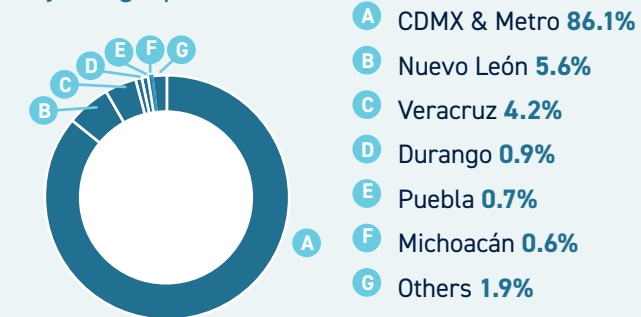
## Economic Sector



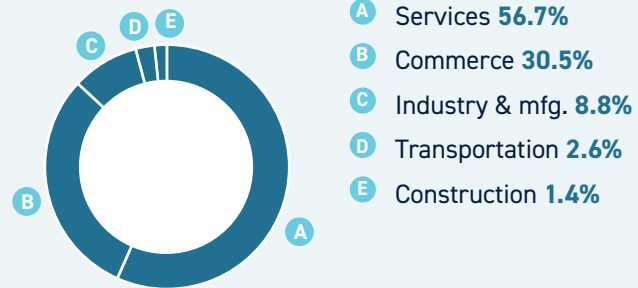
	2020	2019
Operating Volume (Ps. million)	10,322	19,580
Total Portfolio (Ps. million)	48,399	42,982
Weighted Average (months)	30	33

## Factoring

## By Geographic Area



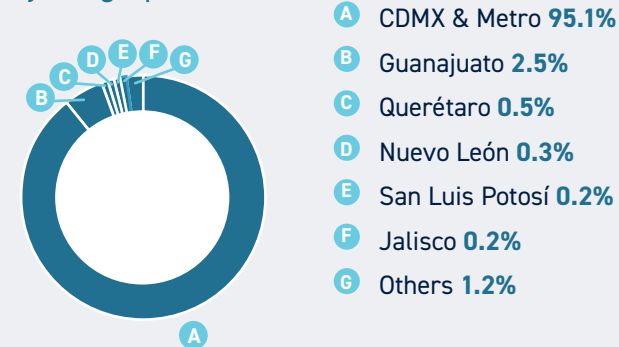
## Economic Sector



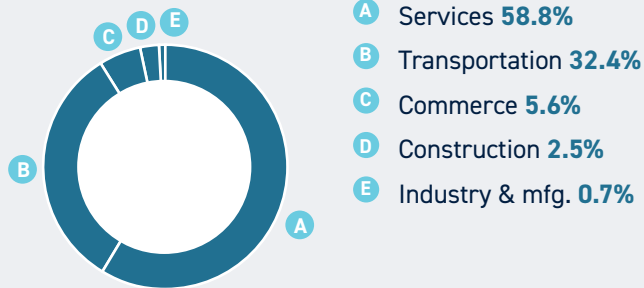
	2020	2019
Operating Volume (Ps. million)	7,145	12,298
Total Portfolio (Ps. million)	1,480	3,256
Weighted Average (days)	98	96

## Auto Loans

## By Geographic Area



## Economic Sector



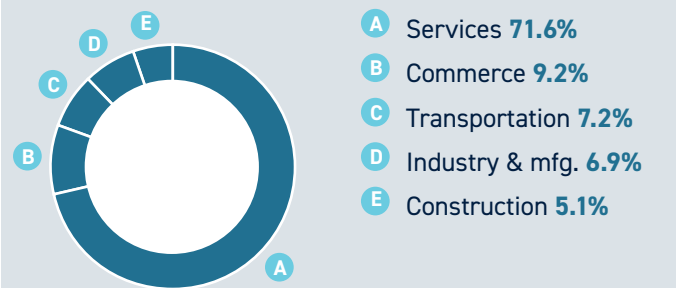
	2020	2019
Operating Volume (Ps. million)	810	2,514
Total Portfolio (Ps. million)	2,487	2,895
Weighted Average (months)	30	33

## Structured Finance and Others

## By Geographic Area



## Economic Sector



	2020	2019
Operating Volume (Ps. million)	3,605	1,432
Total Portfolio (Ps. million)	12,759	9,478
Weighted Average (months)	32	30



UNIFIN has adapted to an adverse environment with a well-defined strategy:

Focus on asset quality

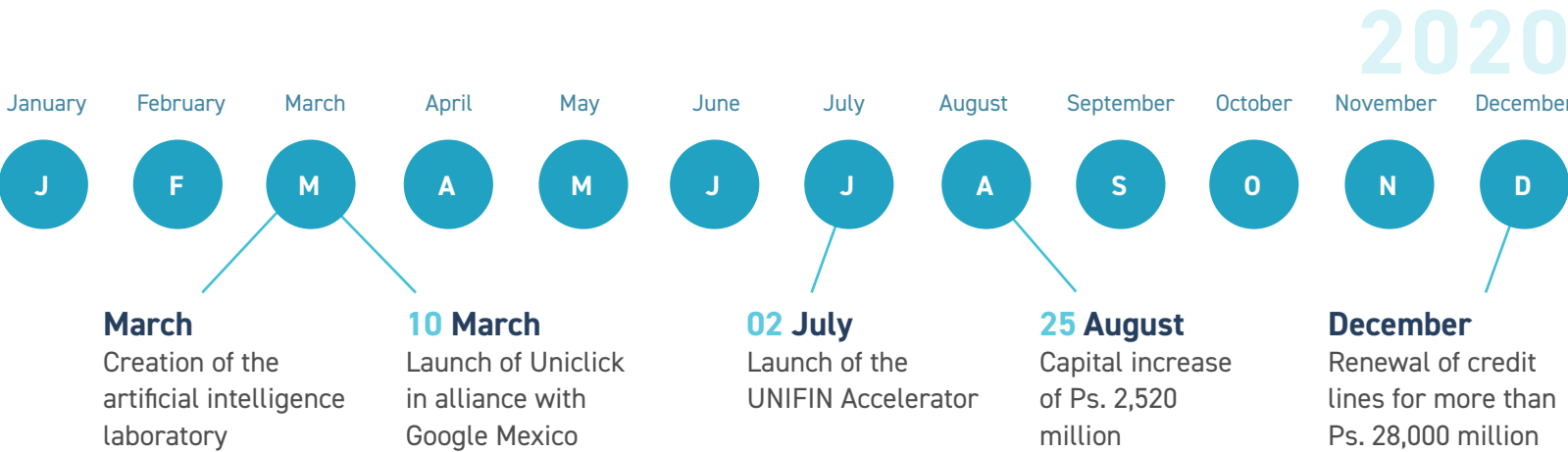
Positioned to further consolidate its leadership in the marketplace

Resilient operations in the face of adversity

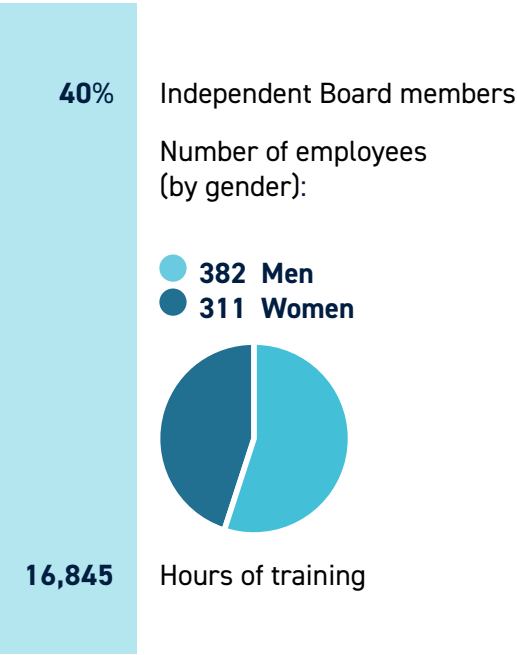
Strong liquidity and capital position

Disruptive digital initiatives to explore new avenues of growth

UNIFIN 2020 at a Glance



Key Figures at the end of 2020:



	2020	2019	Var.
Interest Income	11,094	10,762	3.1%
Adjusted Financial Margin	2,577	3,390	(24.0%)
Net Interest Margin (NIM)	6.4%	7.2%	
Total Portfolio	65,125	58,611	11.1%
Non-performing Loan Ratio	4.8%	3.7%	
ROAA	1.5%	2.8%	
ROAE	11.1%	19.6%	
Total Leverage (excl. ABS)	4.6x	4.9x	



In 2020 we developed a medium-term strategic plan that defines UNIFIN’s direction for the next two years. This plan is based on four core objectives:

- To be a **client-centric** company.
- Develop products that enhance our **value offering**.
- Increase our **client base**.
- Increase **profitability** for our stakeholders.

To achieve this, we have improved our risk management process and portfolio management along with a robust technological platform that allows us to assess credit risk efficiently.



Origination Process

Sales	01	Client Prospecting
	02	Application Received
Operations	03	Credit Bureau and Legal
	04	References
	05	Asset Valuation
	06	Credit Committee

Group Strategic Vision and Business Priorities

Dynamic Credit Risk Analysis Process

- **Ongoing process optimization** by leveraging our robust technology platform for data analysis (credit bureau, legal, tax and KYC).
- **Constant evaluation** of geographic and sectorial focus.
- **Impact of COVID-19** on credit approval:
  - **Classification** of certain restricted sectors.
  - **New credit scoring variables** related to the economy, COVID-19 and uncertainty.
  - Updated **risk models**.
  - **Deeper analysis** on payment capacity.



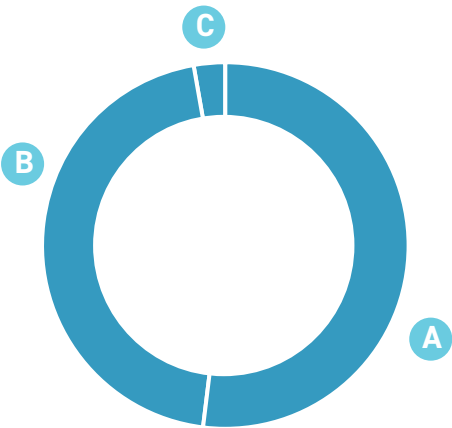
Board of Directors			
Chairman of the Board			
Executive Members	Proprietary Members	Related Members	Independent Members
1	2	2	4

Executive Board Committees		
Audit and Corporate Practices	Finance and Planning	Systems (I.T.)
Control and Communication (AML)		Credit

Always aligning our strategy towards our clients and guided by the experience of our directors and management team, we have become the number one company in non-banking financial services in Mexico.

Group Strategic Vision and Business Priorities

Owner Structure



- A Control Trust **52.1%**
- B Public Float **45.2%**
- C Employee Trust **2.5%**

**485,300,000**  
outstanding shares

Strong ESG Commitment



### Quality of Life at the Company

- Employment, productivity and security
- Work-life balance
- Savings accounts and health care



### Community Commitment

- Positive impact on >185,000 families and >180,000 children
- Collaboration with 30+ foundations
- Community: "Fundación UNIFIN"



### Corporate Ethics

- Annual AML courses/certificates
- Ethical business conduct
- Respect for human dignity



### Environmental Preservation

- Over 400 computer supplies recycled
- Resource optimization
- Continuous focus on sustainability

# The client at the center of our strategy



UNIFIN's client-centric culture gets us closer to our customers, allowing us to understand their business, anticipate their needs, offer innovative solutions and programs that let them reach their goals to go further.



2020 was a year full of challenges and adversities that encouraged us to continue innovating to adapt to the new labor and economic situation. At UNIFIN we have always been focused on our clients, but now more than ever, we are working to transform the culture and turn UNIFIN into a fully “client-centric” company. To achieve this cultural change, different initiatives were carried out on two fronts: 1) Clients, 2) Talent

At UNIFIN the client is the **central focus of our business**; we offer them comprehensive solutions that go beyond financial products.



## Client Initiatives



### Uniclick

Platform focused on developing innovative ways to get closer to our customers, supported by the best technologies for data collection:

- It is an incubator for new products.
- We use patented Big Data and artificial intelligence to better serve our clients.
- Quick, easy and direct process to pre-approve corporate loans online in less than five minutes.
- We managed to reduce our customer acquisition cost by 8.3x in 2020.
- Uniclick helps us find cross-selling opportunities in a sector underserved by banks but well known by UNIFIN.



### Partnership with Google

In March 2020, the alliance between Google and UNIFIN began, with the aim of delivering Google's technological capabilities to Mexican SMEs and accelerating their digitalization process:

- Boosts UNIFIN's growth.
- Offers innovative financial solutions and business services for the dynamic SME segment.
- Development of digital marketing and artificial intelligence capabilities to accelerate digital transformation and reach new customers.
- Development of the UNIFIN Accelerator, a platform that provides the necessary tools for SMEs to increase their sales through digital marketing. The platform has allowed our clients to increase their leads by 50% as well as increasing their return on investment in digital marketing.
- Reduction of the acquisition cost by 46%.



### New customer service area

During 2020, the prospecting center consolidated its results and evolved its capabilities to address the atypical situation of SMEs in Mexico:

- The prospecting center contributed to 78% of the appointments with new prospects for the whole business.
- More than 245,000 decision-makers were contacted to prospect them as clients.
- The WhatsApp customer service channel evolved into a transactional channel.
- In 2021, monthly prospecting calls continue to be analyzed using advanced analytics and artificial intelligence to predict who intends to purchase a UNIFIN service, based on interactions with advisors.

Client initiatives



New origination strategy focused on key sectors

In 2020, we conducted in-house market studies with over 900 clients and prospects that helped us develop new products and services. By managing this in-house, we also generated savings.



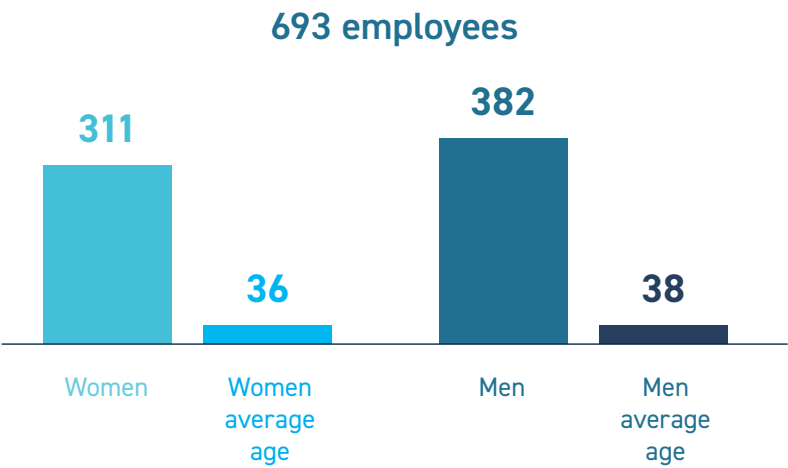
Relaunch of the CSC (Customer Service Center)

After conducting an analysis, we identified different opportunities for improvement within the customer service center, so we updated it. We now have more advisors available to serve our customers. We are working to make it a 24/7 customer service center.



UNIFIN Talent









Employee talent is our main strength, responsible for the solid results throughout the Company's history and for overcoming the challenges we have faced.



Client Centric



General list of **benefits and allowances**

-  Comprehensive medical insurance, life insurance, disability allowance (full salary), dining area, savings account, and food vouchers.
-  Fuel allowance for the sales and collection teams.
-  Annual bonus equivalent to an additional Christmas bonus.
-  5-10 paid days off “UNIFIN Days”, depending on seniority.
-  Vacation, Christmas bonus and vacation bonus based on the law.
-  Car assigned according to grade level for sales and management areas.
-  *Midoconline*: application for employees and their family with nutritionists, psychologists and general practitioners free of charge.
-  Agreements with gyms to promote exercise and a healthy lifestyle.

Women

- Maternity leave: **84 days**.
- Shortened work schedule for employees who are breastfeeding for the first 4 months of the newborn’s life.
- Two lactation rooms adapted to the ideal conditions for use during the working day by breastfeeding employees.

Men

- Paternity leave: **5 working days** after the birth of the child.





To offer our clients the most efficient service, at UNIFIN, we focus on the professional development of our employees. In 2020, the following initiatives were carried out:

01

**Awareness course, coaching and feedback:** we implemented coaching and feedback sessions in which employees can review their goals and evaluate their progress against their objectives. In order to provide the best possible feedback, the heads of each area and managers participated in awareness workshops. We also started a performance management program in which employees receive feedback from their direct manager twice a year.

02

**Launch of DAC (Diagnosis, Support and Commitment or DAC in Spanish):** this tool allows us to analyze and identify specific opportunities to target and develop an action plan to enhance them.

03

**Cross recognition program (WOW):** this program recognizes the work of colleagues from other areas at the end of each quarter. In the first edition, 3,800 WOWs were awarded, with the participation of approximately 88% of employees.

04

**Job Posting:** positions are published in a special bulletin on a weekly basis, to give our employees the opportunity to apply in advance for these positions.

05

**Best practice community pods:** 10 best practice pods were launched for employee wellness, encouraging them to professionalize their interactions and improve time management, among other things. These pods are based on three principles:  
1) I take care of myself, 2) I take care of you, 3) I take care of UNIFIN.



## UNIFIN's Response to the COVID-19 Pandemic

In 2020, in the face of the global pandemic caused by COVID-19, we focused our efforts on supporting our stakeholders as follows:

### Clients and the Mexican economy



- We granted credit extensions of 4-6 months to our most vulnerable customers.
- Through our strategic alliances, we were able to provide our clients with the necessary digital tools to recover.
- We implemented a daily Steering Committee meeting to maintain a sense of responsibility and agility during uncertain times.

### Employees



- Purchase of COVID-19 insurance for employees and their family members.
- Symptom monitoring, online consultations and ongoing testing.
- Mental health support to ensure the well-being of employees.
- Guarantee of an adequate home office.
- Offices adapted for social distancing with all the necessary sanitization measures.

### Shareholders



- Solid balance sheet thanks to increased reserves for uncollectible accounts, and no exchange rate risk.
- Capital increase of Ps. 2,520 million in August to support our clients and strengthen the Company.
- Cash flow preservation and expense reduction.
- Implementation of hedging criteria for new originations.

# Strong positioning for the future



At UNIFIN, we are prepared not only to face today's challenges but to capitalize on future opportunities continuing along the path to growth and profitability.



In 2019 we focused on understanding our clients' financial needs and helping them achieve their goals through the power of information. During 2020 we used that information to develop the necessary tools to take advantage of the opportunities that lie ahead, always with the aim of being close to our clients and offering financial services with commitment.

During 2020 we used information to develop the necessary tools to take advantage of the opportunities that lie ahead.



UNIFIN's Vision for the Future



Client focus

Integrate all of UNIFIN's services, focus on the customer, and thus increase profitability.



Strategic alliances

Empower our customers through our products and strategic alliances.



Best option for SMEs

Consolidate our position as the most attractive financial solutions option for SMEs in Mexico.



Expansion

Serve a larger percentage of the market, offering a broad range of products and better financial solutions.



Prudence and stability

Improve profitability by implementing initiatives and developments in artificial intelligence and customer service that reduce acquisition and operating costs. Reduce funding costs through diversification of sources and focus on organization-wide efficiencies.



Accessibility

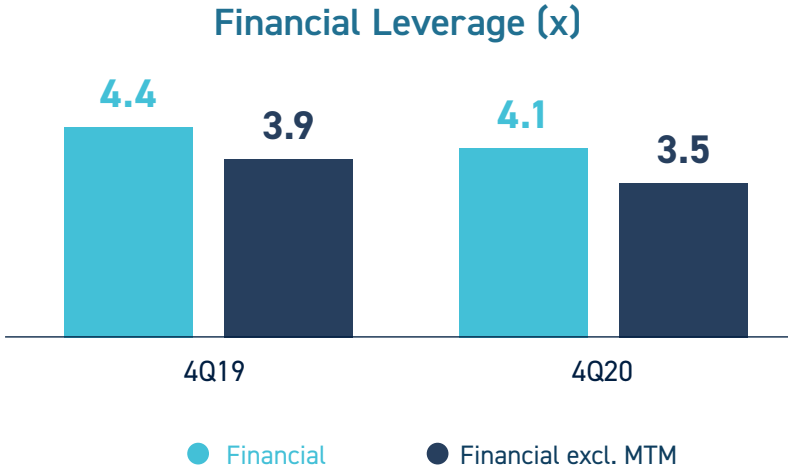
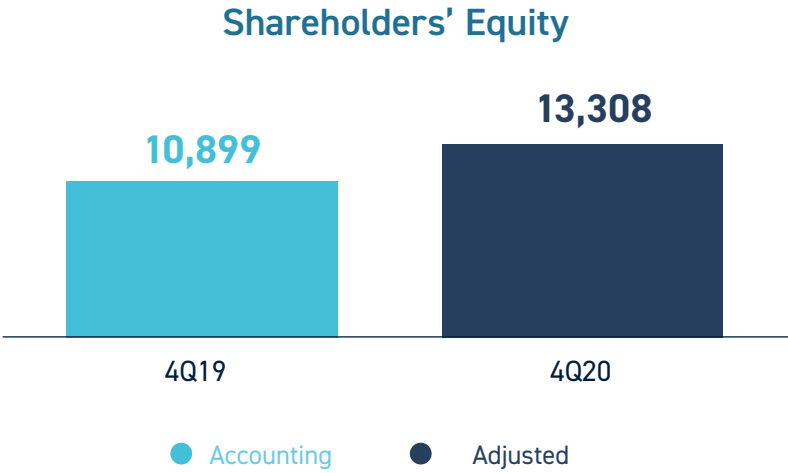
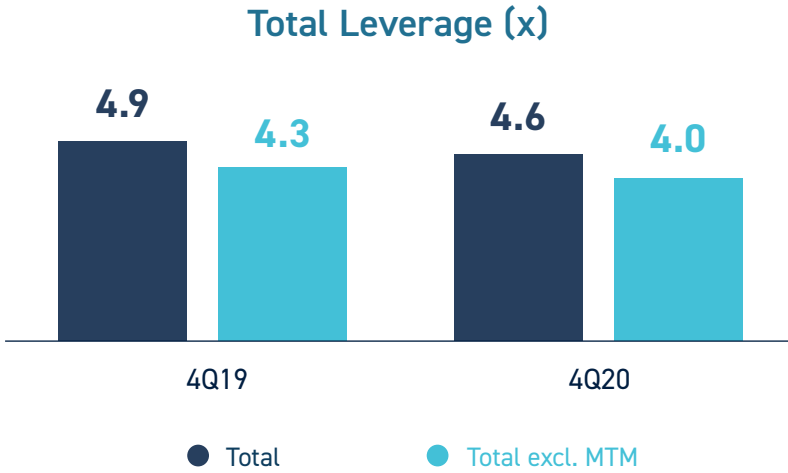
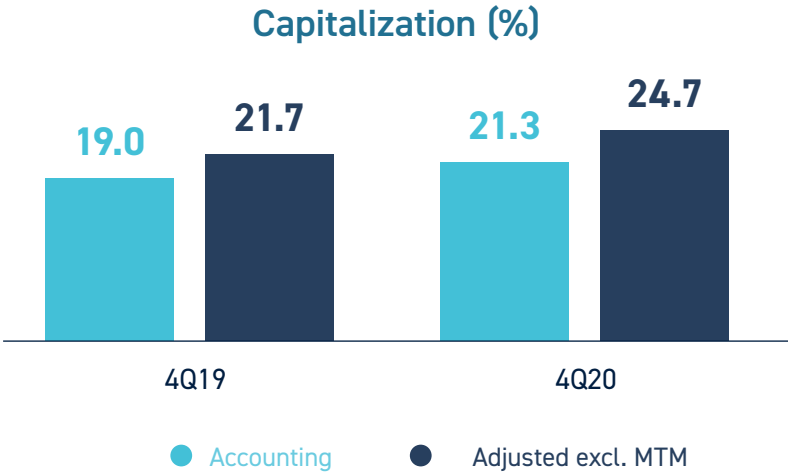
Focus growth on accessibility, leveraging our digital area (artificial intelligence and Big Data) through Uniclick, Google and other similar initiatives, to serve more customers, reducing our acquisition costs by ~90%.





Financial stability

- In August 2020, a capital increase of Ps. 2,520 million was carried out, which, together with the ratification of the credit ratings, confirms UNIFIN's solid financial position to support its customers in this challenging economic period.
- We maintain a healthy liability maturity profile, with a weighted average term of 39 months vs. 30 months for the portfolio, ensuring a good level of cash flow and proper risk management.
- All foreign currency debt is hedged via derivatives or dollar portfolio in pesos to minimize risk.



Data Driven

In close collaboration with our Business Intelligence and IT departments, we implemented the “Intelligent Company” model, with one of its key objectives being to develop a Data Driven culture, through the knowledge of our customers and prospects that represent the SME market.


The Data Driven culture provides us with better tools to carry out intelligent decisions through data. As part of this culture, we developed the following tools:

We developed new functional modules within our CRM

- Cross-selling.
- “Experience” sales management structure.
- Lead Management.

We generated a tool that allows us to automatically enter the catalog of activities and economic sectors pertaining to SAT, CNBV and INEGI (Mexico’s Tax Authority, Mexico’s National Banking and Securities Commission and Mexico’s National Institute of Statistics and Geography). With this information, the credit area can automatically build firm parameters on credit risk, and thus, minimize it.

**We automated the extraction of financial information** by reading QR or RFC code images with real-time connection to SAT. In this way, we can streamline our internal processes to provide a faster response to our customers.



**Artificial Intelligence Laboratory (iaLab)**

In our market studies we noticed that customers value an agile response, so we created the artificial intelligence lab. The following are some of the systems that have already been developed by the iaLab:



Since 2009, we  
have benefited  
more than  
**190,000 children**  
and impacted  
over 198,000  
Mexican families.



Fundación UNIFIN was founded in  
2009 as a result of UNIFIN Financiera's  
commitment to contribute to society  
and improve the quality of life of  
a significant sector of Mexico's  
population: those who live in  
vulnerable conditions.



Since 2009, we have benefited more than **190,000 children** and impacted over **198,000 Mexican families**, through the support of associations that aim to combat health and education problems, marginalization and extreme poverty in children and young people in our country.

Likewise, **Fundación UNIFIN** has provided assistance to the population affected by natural disasters that have hit the country, like earthquakes in 2017, floods in 2018 and in 2020, **supporting society** in the **health emergency** as a result of the COVID-19 pandemic.

**Fundación UNIFIN** was created with the purpose of linking the business' needs with those of society. Our mission is to support children and adolescents in vulnerable situations.

In **2020** we supported different institutions improving the living conditions of those who need it most, thus **achieving** a **significant change** in our society.

**We provided resources** to institutions with a high sense of social responsibility, which successfully operate programs for the **benefit of children and adolescents** in our country.



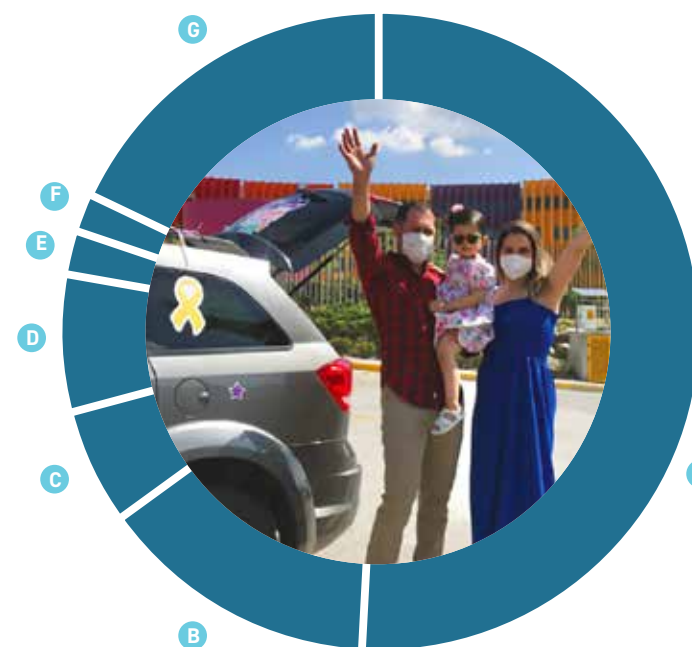
**Fundación UNIFIN** continues with its purpose of changing the lives of more and more children and adolescents **in our country**.

In 2020 we provided assistance to communities impacted by the devastation caused by Tropical Storm Cristobal in Campeche and by the passage of Hurricane Eta in Tabasco and Chiapas.



Comité de Ayuda en Emergencias y Desastres Naturales A.C.

## Fundación UNIFIN



Fundación Teletón Vida, I.A.P.

In 2020, with a total of Ps. 21.5 million in donations, Fundación UNIFIN was able to support more than fifteen foundations including:

- Fundación Juconi
- Ayuda y Solidaridad con las Niñas de la Calle I.A.P.
- Aquí Nadie Se Rinde I.A.P. (ANSER)
- Comedor Santa María A.C.
- Fundación Desarrollo Humano Sustentable A.C.
- Comité de Ayuda en Emergencias y Desastres Naturales (Cadena) A.C.
- Fundación Teletón Vida, I.A.P. (HITO)
- Fundación Marillac, A.C.

- |   |  |
|---|--|
| <b>A</b> Child Cancer <b>51%</b>        | <b>E</b> Emergencies & Natural Disasters <b>7%</b> |
| <b>B</b> Education & Culture <b>18%</b> | <b>F</b> Safe Home <b>6%</b>                       |
| <b>C</b> Healthcare <b>2%</b>           | <b>G</b> Child Nutrition <b>14%</b>                |
| <b>D</b> Child Disability <b>2%</b>     |  |



Sustainability

- As part of our innovation and improvement strategy, and in a challenging context, in 2020 we began to work on aligning our social responsibility practices with a comprehensive sustainability vision that encompasses all strategic areas of the business.
- This alignment responds to the demand for information from investors, regulators and employees, among other stakeholders, in relation to our financial and non-financial performance and the opportunity for comprehensive risk management (incorporating social and environmental risks in decision making).
- During 2020, we conducted an extensive diagnosis of our sustainability actions and a comparative study of best practices in this area within our sector. As a result, we identified the internal regulatory framework (policies) and the social and environmental practices that we will adopt as of 2021.
- The policies related to our sustainability vision and practices will be the foundation for the institutional, social and environmental initiatives and actions that we will be promoting in the coming years.



Comedor Santa María A.C.

Environmental Pillars

The implementation of the strategy is based on the environmental, social and governance pillars, reinforcing the Company's values and its commitment to the environment and society, focusing on:

- Fostering growth for Mexico.
- Developing a more inclusive financial market for SMEs.
- Redefining our sustainability strategy.
- Listening to our stakeholders and their concerns.
- Strengthening our organizational culture.
- Focusing on the client with comprehensive solutions.



Comedor Santa María A.C.

In 2020 Fundación UNIFIN was able to benefit more than **19,000 children**, impacting over **20,800 families**.

Board of Directors and Committees

Board of Directors

Member	Position
Rodrigo Lebois Mateos	President
Federico Chávez Peón Mijares	Independent Member
José Luis Llamas Figueroa	Independent Member
José Luis Fernández Fernández	Independent Member
Juan Marco Gutiérrez Wanless	Independent Member
Almudena Lebois Ocejo	Proprietary Member
Rodrigo Lebois Ocejo	Proprietary Member
Luis Barroso González	Proprietary Member
Juan Ignacio Casanueva Pérez	Related Member
Jimena González de Cossío Higuera	Secretary & Pro Secretary
Paola Osuna San Martín	Secretary & Pro Secretary
Rodrigo Ballí Thiele	Executive Member

Board/Committee	Meeting Frequency
Board of Directors	Quarterly
Audit and Corporate Practices Committee	Quarterly
Finance and Planning	Monthly
Systems Committee (IT)	Quarterly
Communication and Control (AML)	Monthly
Electronic Credit Committee	Daily
Credit Committee	Twice a week
Corporate Credit Committee	Monthly
Collections Committee	Weekly

- Sergio Camacho Carmona  
Chief Executive Officer
- Sergio Cancino Rodríguez  
Chief Financial Officer
- Rafael Caballero Fernández  
Chief Human Resources
- Juan José del Cueto Martínez  
Chief Operations Officer
- José Ramón Díaz Arnau  
Chief Leasing Officer
- Federico Noel Castillo Sánchez Mejorada  
Chief Credit Officer
- Eduardo Castillo Sánchez Mejorada  
Chief Insurance Officer
- Paola Osuna San Martín  
Chief Legal Officer

## Board of Directors and Committees

### Rodrigo Lebois Mateos

Chairman of the Board of Directors, Chairman of the Executive Committee and one of the Company's principal stockholders. Prior to creating UNIFIN in 1993, he held various positions in automotive dealerships, including Chief Executive Officer and member of the Board of Directors of Grupo Ford Satélite. He also served as President of the Nissan Dealers Association and was a member of the Board of Directors of Sistema de Crédito Automotriz, S.A. de C.V. (SICREA) and Arca, S.A. de C.V. (SICREA) and Arrendadora Nimex. Mr. Lebois is currently Chairman of Fundación UNIFIN, A.C. and Chairman of the Board of Directors of UNIFIN Credit, UNIFIN Autos, UNIFIN Agente de Seguros y Fianzas, S.A. de C.V. and Aralpa Capital, S.A. de C.V. and is a member of the Board of Directors of Maxcom Telecomunicaciones, S.A.B. de C.V. Organización Sahuayo, S.A. de C.V., Grupo Terraforma, Fracsa Alloys and Grupo INTERprotección. He holds a Bachelor's degree in Business Administration from Universidad Anáhuac and has completed several executive management programs.

### Federico Chávez Peón Mijares

Member of the Board of Directors of the Company since 2003. He is currently a Partner and Chief Executive Officer of Promecap, S.A. de C.V. He is and has been a member of the Board of Directors of several companies, including Carrix Inc., Grupo Aeroportuario del Sureste S.A.B. de C.V., Inversiones y Técnicas Aeroportuarias S.A.P.I. de C.V., Grupo Famsa S.A.B. de C.V., Industrias Innopack S.A. de C.V., Maxcom Telecomunicaciones S.A.B. de C.V. and Organización Cultiba S.A.B. de C.V.

### José Luis Llamas Figueroa

He has been a member of the Company's Board of Directors since 2007. He is currently Managing Director of Verax Wealth Management. He was Co-Head of Asset and Wealth Management for Latin America at Deutsche Bank New York and a member of the Americas Executive Committee of Deutsche Bank New York. Previously, he was a representative of Deutsche Bank AG México. He was a founding partner of Fortum in Mexico City. He holds a Bachelor's degree in Business Administration from Universidad Anáhuac, as well as a Diploma in Economics and a Master's degree in Administration from the same university.

### José Luis Fernández Fernández

Mr. Fernández has been a member of the Company's board of directors since 2012. He has been a partner of the firm Chevez Ruiz Zamarripa, S.C. since 1989 and is a member of the Colegio de Contadores Públicos de México, A.C. and the Instituto Mexicano de Ejecutivos de Finanzas. He has lectured on tax matters in national forums and has written several articles on this subject. He is a director and member of the Audit Committees of several companies, among them Grupo Televisa S.A.B., Controladora Vuela Compañía de Aviación S.A.B. de C.V., Grupo Financiero Banamex S.A. de C.V. and Arca Continental S.A.B. de C.V.

### Juan Marco Gutiérrez Wanless

Member of the Board of Directors of the Company since 2015. He has held various executive positions including Chief Executive Officer of Grupo KUO S.A.B. de C.V., Desc Corporativo S.A. de C.V. and Pegaso S.A. de C.V. and Deputy Chief Executive Officer of Promecap S.A. de C.V. and Telefónica Móviles S.A. de C.V. He is currently a member of the Board of Directors of Quálitas Controladora S.A.B. de C.V. and Quálitas Compañía de Seguros S.A.B. de C.V. and member of the Investment Committee of Quálitas Compañía de Seguros S.A.B. de C.V. and member of the

Board of Directors of the School of Engineering of Universidad Anáhuac. Mr. Gutiérrez holds a degree in Industrial Engineering from Universidad Anáhuac and an MBA from Instituto Tecnológico Autónomo de México (ITAM).

### Almudena Lebois Ocejo

Director of Aralpa Capital S.A. de C.V., a private investment fund. Previously, she held the position of Assistant Credit Manager at UNIFIN. In 2012 she was a treasury analyst at Navix de México S.A. de C.V., SOFOM E.N.R. and worked at Deloitte in the consulting area. She is member of the Board of Directors and Investment Committee of Anteris Capital S.A.P.I. de C.V. Ms. Lebois holds a Bachelor's degree in Finance and Public Accounting from Universidad Anáhuac and a Master's degree in Banking and Financial Markets from the same university; she also holds several certifications in risk and credit analysis from Moody's Analytics New York.

## Board of Directors and Committees

### Rodrigo Lebois Ocejo

Mr. Lebois Ocejo is founder and General Director of EQ Credit, S.A. de C.V. and of ROMU Promotores, S.A. de C.V. Prior to this he held different positions at UNIFIN Financiera, including head of the strategic alliance with Ford Motor Company and sales manager in the leasing department. He has also worked at Banorte-Ixe, S.A., Institución de Banca Múltiple, as a corporate banking analyst. Mr. Lebois Ocejo holds a B.A. in Administration from Universidad del Valle de México and various courses in Administration from West London College.

### Luis Barroso González

Chairman of the Executive Committee of UNIFIN Financiera since 2018. Formerly CEO of the Company and member of its Board of Directors since 2001. Prior to joining UNIFIN, Mr. Barroso held several positions at Arrendadora Somex, S.A. de C.V., including Executive Director of Management and New Products, as well as several executive positions at Multivalores Arrendadora, S.A. de C.V., where he was a member of the Board of Directors until 2001. He was also a member of the Board of Directors of the

Mexican Financial Leasing Companies Association (Asociación Mexicana de Arrendadoras Financieras, A.C.) and Multicapitales. He has a degree in Business Administration from Universidad Anáhuac and a diploma in Finance from the Instituto Mexicano de Valores.

### Juan Ignacio Casanueva Pérez

Mr. Juan Ignacio Casanueva Pérez was appointed as a member of the Company's Board of Directors effective June 5th, 2020. He is currently the Chairman of the Board of Directors of Interprotección Agente de Seguros y de Fianzas. Additionally, he is a member of the Board of Directors of Grupo AXO S.A. de C.V., Gentera S.A.B. de C.V., Aterna Agente de Seguros y de Fianzas, Casa Dragones, BIVA Bolsa de Valores and Financiera Compartamos Perú.

### Jimena González de Cossío Higuera

Ms. Jimena González de Cossío Higuera was appointed as Secretary non-member of the Board of Directors of the Company in 2020. She is a partner in the legal practice of Mancera S.C. (a member firm of Ernst & Young). Prior to joining Mancera S.C., she was a partner at Forastieri Abogados S.C. Ms. González de Cossío holds a law degree from the Universidad Iberoamericana and an LL.M. in Banking and Finance from Boston University. She has completed programs and diplomas in financial markets and corporate governance at Harvard University, Southern Methodist University, Kellogg Business School and the Instituto Tecnológico de Estudios Superiores de Monterrey.

### Paola Osuna San Martín

Ms. Paola Osuna San Martín was appointed as Assistant Secretary non-member of the Board of Directors of the Company in 2020. She is the Company's Chief Legal Officer. Prior to this, she was Senior Counsel of Corporate and Investment Banking, Treasury, Derivatives and Capital Markets at Banco Nacional de México S.A., a member of Grupo Financiero Citibanamex. She

was an Associate at Creel, García-Cuellar, Aíza y Enríquez S.C. She holds a law degree from the Universidad Iberoamericana and a Master's degree in International Financial Law (LL.M.) from King's College London, United Kingdom.

### Rodrigo Ballí Thiele

Mr. Ballí has been an Executive Member of the Board of Directors since 2015. He currently holds the position of Deputy Director of Assets and Special Projects. From 2005 to 2018, he held the position of Chief Operating Officer of UNIFIN. Prior to joining the Company, he held various positions in the areas of administration and sales at Bryco Control de Plagas S.A. de C.V. He was General Manager and Director of Risk Project Evaluation at Home Care. He also held the position of Associate Director of Derivatives and Promoter of debt instruments at Enlace Int. S.A. de C.V. and Prebon Yamane Inc. He also collaborated with the Fairmont hotel chain in the development of several tourism projects. Mr. Ballí holds a degree in Economics from the Instituto Tecnológico Autónomo de México (ITAM).



Management Team



**Sergio Camacho Carmona**  
*Chief Executive Officer*

Mr. Camacho has over 20 years of experience in companies like Kimberly Clark de México S.A.B. de C.V. and Fermaca Global. He holds a degree in economics from the Instituto Tecnológico Autónomo de México (ITAM), a Master's degree in Administration with a specialization in Finance from the same university, and a General Management Program (GMP) certification from Harvard Business School. He is currently attending the Emerging CFO: Strategic Financial Leadership Program at Stanford University's Graduate School of Business.

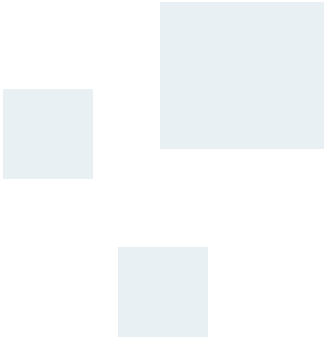
**Sergio Cancino Rodríguez**  
*Chief Financial Officer*

Mr. Cancino has more than 30 years of financial experience in various economic sectors including telecommunications, financial systems, infrastructure and consumer products. He has extensive experience in financial plan-

ning, accounting and taxation and has led several ERP implementation projects. He served as Corporate Director of Administration and Finance for companies such as CMR S.A.B. de C.V. and Grupo Mexicano de Desarrollo S.A.B. for 14 years. He holds a degree in Accountancy from the Escuela Bancaria y Comercial with a specialization in Finance and Auditing from the same university.

**Rafael Caballero Fernández**  
*Chief Human Resources*

Mr. Caballero has 40 years of experience in Human Resources, of which more than 15 are specifically in companies in the financial sector, such as GBM and Grupo Financiero Santander. He holds a degree in Business Administration from the Instituto Tecnológico Autónomo de México and a diploma in Business Law from the same university.



## Management Team

### Juan José del Cueto Martínez

#### *Chief Operations Officer*

Mr. del Cueto has over 30 years of experience in management, development and implementation of new businesses, as well as internal control and administrative processes. He was the Founder and Chief Financial Officer of Grupo Barca S.A. de C.V., where he actively participated in the development of several real estate projects. He holds a degree in Economics from the Instituto Tecnológico Autónomo de México (ITAM).

### José Ramón Díaz Arnau

#### *Chief Leasing Officer*

Mr. Díaz has more than 15 years of experience in structured finance, including 12 years at Banco Nacional de México S.A., a member of Grupo Financiero Citibanamex. He was Managing Director of Sinia Renovables, a fund specializing in renewable energies with investments in Mexico and Latin America. He holds a degree in Industrial Engineering from Universidad Anáhuac México Norte and a Master's degree in Administration from the same institution, in addition to several courses and diplomas in finance.

### Federico Noel Castillo Sánchez Mejorada

#### *Chief Credit Officer*

Mr. F. Castillo has over 45 years of experience in banking and financial matters, working at the highest level in institutions such as Banco Interacciones S.A., as general coordinator of the liquidation of Banca Quadrum S.A., Banco Santander S.A., among others. He also has extensive experience as an Independent Financial Advisor and has lectured on credit risk matters. He is a graduate of the School of Business Administration of the Universidad Iberoamericana and completed postgraduate studies in Senior Management at IPADE. Since 2000, he has been a member of the Executive Committee and a member of the Board of Trustees of the Patronato de Fomento de Investigación y Cultura Superior, A.C. (FICSAC) of the Universidad Iberoamericana, was a member of the University Senate of the same university and is a member of the Board of the Francisco Casares Cortina Bone Marrow Transplant Association.

### Eduardo Castillo Sánchez Mejorada

#### *Chief Insurance Officer*

Mr. E. Castillo has over 30 years of experience in the financial sector. Prior to joining UNIFIN in 2014, he held various executive positions from 1983 to 1991, including Sales and Marketing Director at Casa de Bolsa Inverlat. He was a partner of Impulsora Dinámica de Empresas, where he actively participated in the banking privatization process. In 1992, he was part of the buying group of Bursamex Casa de Bolsa and was founder of Grupo Financiero del Sureste, of which he was a member of the Board of Directors and Assistant General Director of Sales and Marketing until 1994. He was also a founding partner of Castillo Consultores and Interasesores, wealth advisory firms. He holds a degree in Business Administration from Universidad Anáhuac.

### Paola Osuna San Martín

#### *Chief Legal Officer*

Ms. Osuna has over 10 years of experience in the financial sector in institutions such as Banco Nacional de México S.A., and Creel, García-Cuellar, Aíza y Enríquez S.C. She holds a law degree from Universidad Iberoamericana and a Master's degree in International Financial Law (LL.M.) from King's College, London, United Kingdom.

## Financial Highlights

Financial Figures (Ps. million)	2020	2019	Var. %
Interest Income	11,094	10,762	3.1%
Interest Expenses	7,028	6,945	1.2%
Loan Loss Reserve	1,433	428	235.1%
Adjusted Financial Margin	2,577	3,390	(24.0%)
Net Interest Margin (NIM)	6.4%	7.3%	
Administrative Expenses	1,480	1,377	7.5%
Opex (% of Revenues)	13.3%	12.8%	
Operating Income	848	1,842	(54.0%)
Comprehensive Financing Result	902	527	71.2%
Earnings Before Income Taxes	1,788	2,403	(25.6)
Net Income	1,364	1,949	(30.0%)

Financial Ratios	2020	2019
Efficiency Ratio	43.0%	40.3%
ROAA	1.5%	2.8%
ROAE	11.1%	19.6%
Capitalization	21.3%	19.0%
Capitalization (excl. MTM)	24.7%	21.7%
Stockholders' Equity / Fixed Assets	15.6%	13.8%
Financial Leverage (excl. ABS)	4.1x	4.4x
Total Leverage (excl. ABS)	3.5%	3.9x

Operating Figures (Ps. million)	2020	2019	Var. %
Cash and Cash Equivalents	3,670	3,831	(4.2%)
Total Portfolio	65,125	58,611	11.1%
Leasing	48,399	42,982	12.6%
Factoring	1,480	3,256	(54.6%)
Auto Loans	2,487	2,895	(14.1%)
Structured Leasing and Other Loans	12,759	9,478	34.6%
Total Assets	85,460	78,780	8.5%
Financial Liabilities	65,498	62,935	4.1%
Revolving Lines	10,420	8,417	23.8%
Securitizations	10,711	14,636	(26.8%)
Banks	9,317	6,250	49.1%
International Notes	35,049	33,632	4.2%
Total Liabilities	72,151	67,881	6.3%
Stockholders' Equity	13,308	10,899	22.1%
Non-Performing Loans	4.8%	3.7%	

# Analysis and Discussion of Results

In 2020, interest income increased **3.1%** compared to the same period of the previous year, reaching **Ps. 11,094 million**.

Interest income from leasing increased by 5.4% to Ps. 8,548 million due to a lower volume of originations vs. 2019. In particular, factoring revenues contracted as a result of the implementation of our risk containment plan, which involved decreasing exposure for this business line.

Interest income from auto loans decreased 4.9%, to Ps. 437 million in 2020, following the downward market trend due to the demand for this product; while interest and fees from other loans, which include revenues from structured finance, working capital loans and Uniclick, reached Ps. 1,735 million, representing an increase of 12.9% compared to 2019.

For 2020, interest costs increased by 1.2% vs. 2019, remaining stable year-over-year. This was due to rigorous control in the contracting of liabilities, lower leverage

during the year and the repurchase of our bonds for a notional amount of US\$39.9 million, which represented an interest cost saving of Ps. 223 million

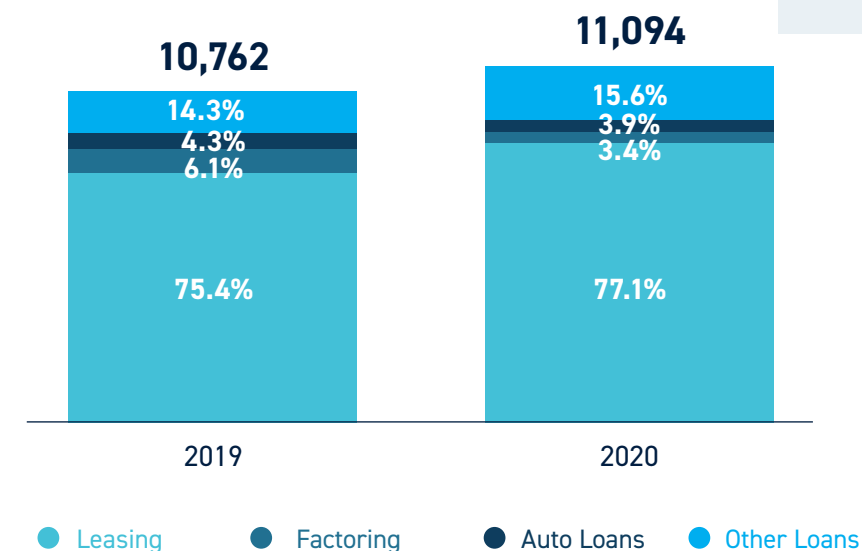
In 2020, the financial margin closed at **Ps. 4,010 million**, an increase of **5.0%** vs. 2019.

Annualized NIM contracted by 90 basis points to 6.4% in 2020 vs. 2019, which is explained by a slowdown in our origination volumes and the deferral of payments as a result of the COVID-19 Support Program.

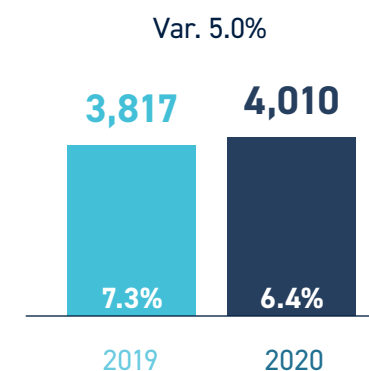
In 2020, reserves were increased by Ps. 1,433 million, or 3.4x vs. 2019, in accordance with International Financial Reporting Standards (IFRS) and consistent with current conditions.

In 2020, the adjusted financial margin decreased 24.0% to Ps. 2,577 million as a consequence of the significant increase in reserves mentioned above, in addition to the aforementioned declines in our operating volumes.

## Income Distribution



## Financial Margin and NIM





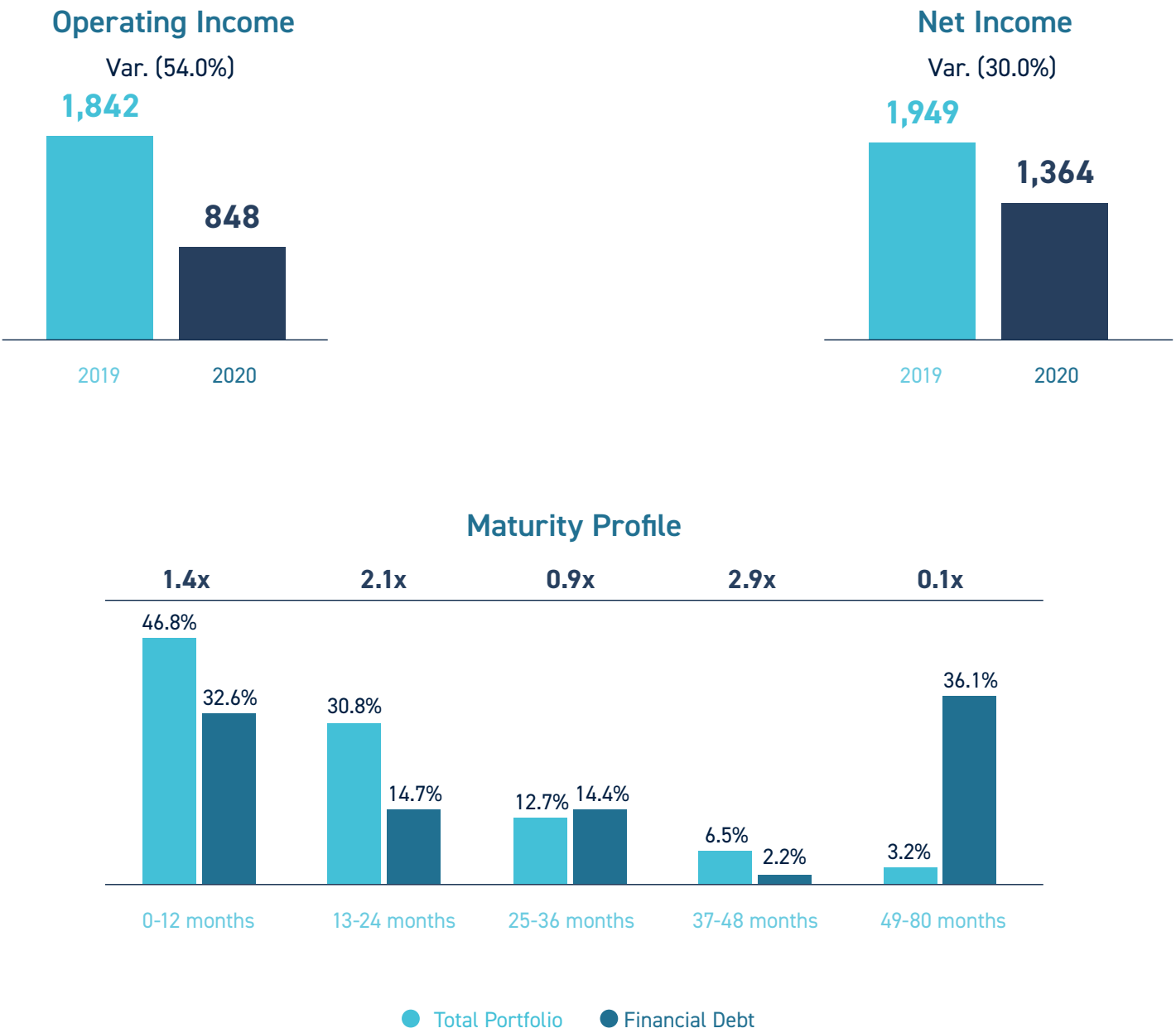
Analysis and Discussion of Results

Administrative expenses increased in 2020, ending the year at Ps. Ps. 1,480 million, an increase of 7.5% vs. 2019. The expenses reported during 2020 are explained by the efforts related to technological development, ensuring the continuity of operations during lockdown, as well as expenses related to our business intelligence area and Uniclick.

OPEX as a percentage of revenue remained stable during 2020 at 13.3%, the same level as in 2019, despite the decrease in revenue, reflecting the operating efficiencies the Company achieved during the year.

The financial result represents a net gain of Ps. 240 million. For 2020, the financial result was Ps. 902 million, an increase of 71.2% compared to 2019, explained by two factors: 1) the cancellation of hedges related to the repurchase of our bonds during the second and third quarters and 2) adjustments made to our hedge portfolio to streamline the market valuation of our portfolio.

For 2020, net income was **Ps. 1,364 million**, a contraction of **30.0%** compared to 1,949 million in 2019.



The total portfolio reached **Ps. 65,125 million** in 2020, an increase of **7.9%**, (excluding deferred payments of Ps. 65,125 million as a result of the COVID-19 Support Program) compared to Ps. 58,611 million in 2019.

Non-performing loans, as a percentage of the total loan portfolio, represented 4.8% in 2020, reaching Ps. 3,145 million. The NPL coverage ratio for 2020 closed at 81.7% as a result of the increase in provisions.

The loan loss reserve for 2020 reached Ps. 2,537 million, an increase of 95.1% compared to Ps. 1,300 million in 2019. These provisions for the period are determined in line with our loan loss reserve policy and in accordance with the guidelines defined by International Financial Reporting Standards (IFRS). With respect to the lease portfolio, the loan loss reserve is determined based on historical payment behavior, the current environment, a reasonable provision for future payments and the recoverable value of such assets.

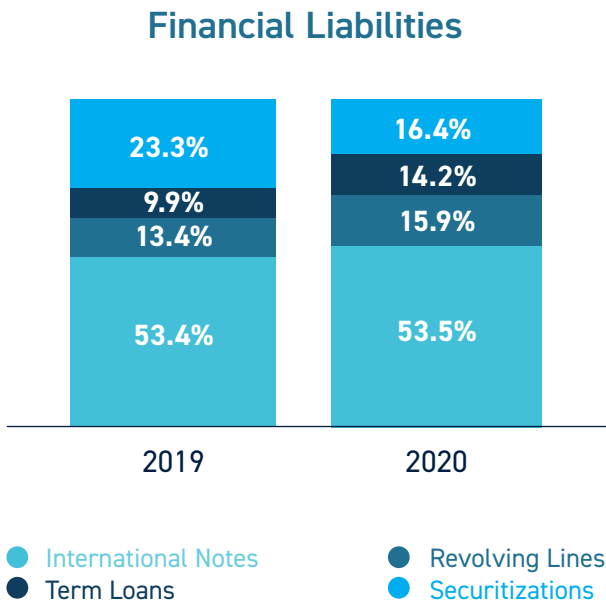
The following table shows the estimated recovery values in different scenarios vs. the balance of lease customers more than 90 days past due. Historically, the Company has sold the collected assets at approximately 80% of their recovery value, highlighting that UNIFIN's current loan loss reserve is sufficient to cover potential short and long-term credit losses.

Financial liabilities at the end of December 2020 were **Ps. 65,497 million**, an **increase of 4.1%** compared to Ps. 65,497 million, at the end of 2019.

During 2020, the Company repurchased and cancelled international bonds for a notional amount of US\$39.9 million and maintained a healthy liability maturity profile, with a weighted average term of 39 months vs. the portfolio, for which the weighted average term is 30 months.

## Analysis and Discussion of Results

% Recovery	Estimatd recovery value	NPL (+90 days)	Gain (loss)	Reserve	Reserve Sufficiency
100%	2,061	2,646	(585)	2,020	1,465
75.0%	1,546	2,646	(1,100)	2,020	950
50.0%	1,031	2,646	(1,615)	2,020	435
45.0%	948	2,646	(1,698)	2,020	332
Reserves	(1,699)				



Analysis and Discussion of Results

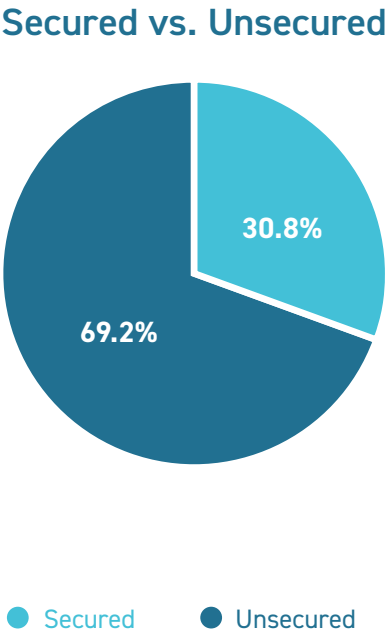
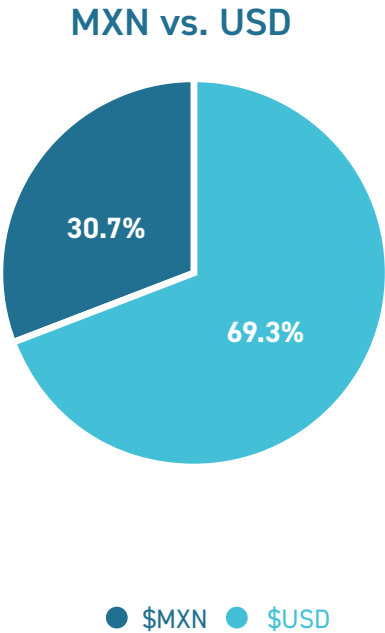
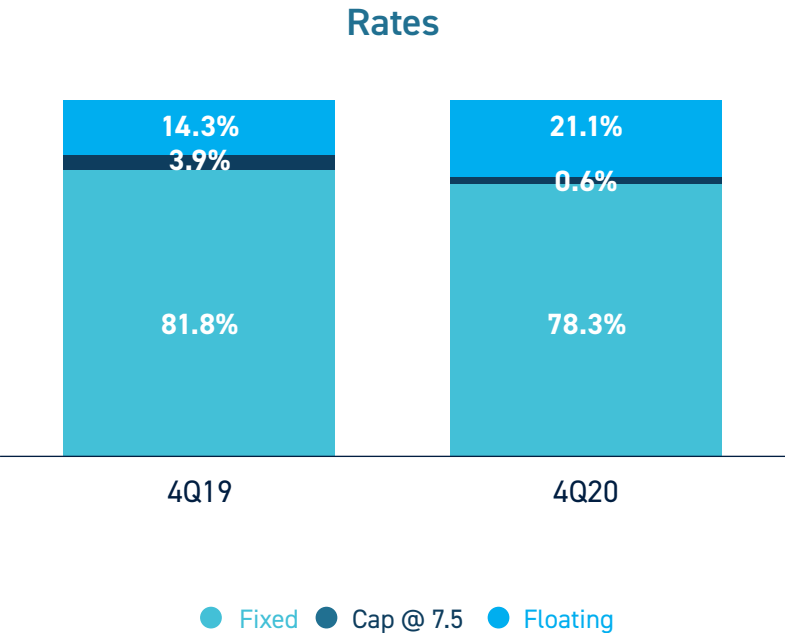
Short-term financial liabilities of Ps. 21,328 million, at year end 2020 maturing in the next 12 months are composed as follows: 1) bank lines represented Ps. 15,839 million, (Ps. 8,821 million of revolving lines); 2) securitizations represented Ps. 4,737 million; and 3) international notes represented Ps. 752 million corresponding to interest coupon payments for the next 12 months.

Stockholders' equity reached Ps. 13,308 million, an increase of 22.1% compared to 10,899 million in 2019, driven mainly by the Ps. 2.520 billion capital increase resulting from the subscription of 140 million shares.

At the end of 2020, ROAA reached 1.5% vs. 2.8% in 2019. ROAE ended at 11.1% vs. 19.6% in 2019; and excluding the perpetual bond, closed at 17.5% vs. 36.0% in 2019.

The capitalization ratio for the period was 21.3%; while the financial leverage ratio was 4.1x. Excluding MTM valuations, capitalization for the quarter was 24.6%, while total leverage was 4.6x.

In 2020, total origination volume closed at **Ps. 21,882 million**, a decrease of 38.9% compared to 2019.



Figures in Ps. million	2020	2019	Var. %
<b>Assets</b>			
Cash and Cash Equivalents	3,670	3,831	(4.2%)
Net Loan Portfolio	62,588	57,311	9.2%
Financial Derivative Instruments	5,521	4,976	11.0%
Deferred Taxes	2,998	3,657	(18.0%)
Other Non-Current Assets	10,682	9,005	18.6%
<b>Total Assets</b>	<b>85,460</b>	<b>78,780</b>	<b>8.5%</b>
<b>Liabilities and Stockholders' Equity</b>			
Bank Loans	19,737	14,667	34.6%
Securitizations	10,711	14,636	(26.8%)
International Notes	35,049	33,632	4.2%
Debt Securities	4,695	3,133	49.9%
Other Accounts Payable	1,959	1,814	8.0%
<b>Total Liabilities</b>	<b>72,151</b>	<b>67,881</b>	<b>6.3%</b>
<b>Total Stockholders' Equity</b>	<b>13,308</b>	<b>10,899</b>	<b>22.1%</b>
<b>Total Liabilities &amp; Stockholders' Equity</b>	<b>85,460</b>	<b>78,780</b>	<b>8.5%</b>

Financial Ratios	2020	2019
Net Interest Margin (NIM)	6.4%	7.3%
OPEX	13.3%	12.8%
Efficiency Ratio	43.0%	40.3%
ROAA	1.5%	2.8%
ROAE	11.1%	19.6%
ROAE (excl. Perpetual Bond)	17.5%	36.0%
Capitalization (stockholders' equity/total net portfolio)	21.3%	19.0%
Capitalization (excl. MTM)	24.7%	21.7%
Stockholders' Equity/Fixed Assets	15.6%	13.8%
Financial Leverage (excl. ABS)	4.1 x	4.4 x
Financial Leverage (excl. ABS and MTM)	3.5 x	3.9 x
Total Leverage (excl. ABS)	4.6 x	4.9 x
Total Leverage (excl. ABS and MTM)	4.0 x	4.3 x

## Analysis and Discussion of Results

Figures in Ps. million	2020	2019	Var. %
Leasing Interest	8,548	8,110	5.4%
Factoring Interest	373	656	(43.1%)
Auto Loan Interest	437	460	(4.9%)
Other Interest and Commission Income	1,735	1,537	12.9%
Interest Income	11,094	10,762	3.1%
Depreciation of Leased Assets	56	0	100.0%
Interest Expenses	7,028	6,945	1.2%
Financial Margin	4,010	3,817	5.0%
Loan Loss Reserves	1,433	428	235.1%
Adjusted Financial Margin	2,577	3,390	(24.0%)
Administrative Services	765	795	(3.8%)
Legal and Professional Fees	284	219	29.9%
Other Administrative Expenses	431	363	18.7%
Depreciation of Own Equipment	198	163	21.7%
Loss (Gain) on Sale of Fixed Assets	50	7	585.1%
Operating Income (Loss)	848	1,842	(54.0%)
Foreign Exchange Gain (Loss), Net	568	157	261.9%
Bank Charges and Commissions	(6)	(18)	(65.7%)
Interest on Investments	258	282	(8.3%)
Other Income (Expenses) Income	82	107	(23.0%)
Income (Loss) Before Investments in Associates	1,751	2,369	(26.1%)
Income from Investments in Associates	38	34	12.6%
Income Taxes	424	454	(6.5%)
Net Income (Loss)	1,364	1,949	(30.0%)



Financial Statements Download

## Investor Information

**[www.unifin.com.mx](http://www.unifin.com.mx)**

## IR Contact Details

**David Pernas**

Director, IR and Corporate Finance

**Lucía Badiola**

Investor Relations

**Fernanda Molina**

Investor Relations

**PHONE:** +52 (55) 4162-8270

**E-MAIL:** [unifin\\_ri@unifin.com.mx](mailto:unifin_ri@unifin.com.mx)



This report may contain certain forward-looking statements. These statements are non-historical facts and are based on UNIFIN Management's current view of future economic circumstances, industry conditions, company performance and financial results. The words "anticipates," "believes," "estimates," "expects," "plans" and similar expressions relating to the Company are solely intended to identify estimates or predictions. Statements regarding the declaration or payment of dividends, the implementation of core operating and financial strategies and capital investment plans, the direction of future operations and factors or trends affecting financial conditions, liquidity or results of operations are examples of forward-looking statements. Such statements reflect Management's current expectations and are subject to various risks and uncertainties. There is no guarantee that expected events, trends or results will occur. Statements are based on various assumptions and factors, including general economic and market conditions, industry conditions and operating factors. Any changes in such assumptions or factors may cause actual results to differ materially from expectations.